

South West Contact Centre Forum Awards 2014

**Support Manager of the Year
Julia Whiteley**



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SUMMARY

Throughout 2013, Julia has led her team through a period of significant change. She has shifted the context of their roles from being a support function that delivers what is asked of them to become a team of enablers who recognise that their prime objective must be in service of our front line teams. Julia absolutely leads from the front on this and the team proactively go out to look for where they can add value. In addition, Julia has her own portfolio of external clients which means the cost of the team is more than covered by the revenue it generates.

1. Julia's role and responsibilities within Jaywing

Julia is Jaywing's People & Development Director. Reporting directly to the contact centre managing director, Chris Hancock, she is a key member of the senior management team.

Julia leads a team of learning & development and HR experts and, as part of the senior management team, is responsible for the design and maintenance of internal policies across all Jaywing's offices. She is a key influencer of our contact centre's 300+ employees and is a key member of Jaywing's People Forum, our internal employee consultation group.

As part of her role, Julia leads the development of Jaywing's apprentice scheme, champions employee participation in NVQ qualifications, delivers leadership and management development programmes and manages our external HR third-party relationships. On top of all this Julia also has her own bank of client to service, providing people development consultancy services to a range of business across the UK.

Despite having more than 20 years' experience in learning and development, Julia continues to focus on her own personal and career development. Recently her role has developed to involve much broader business management capabilities such as financial control, tender negotiation and change management; all of which Julia has taken in her stride and delivered to an excellent standard.

2. Why Julia is exceptional and deserves recognition.

Julia doesn't just her job to the best of her abilities but she goes over and above expectations, going the extra mile whenever the situation warrants it. She adds value whenever she can, offering her contribution with enthusiasm for the benefit of the business and its people. Julia takes personal ownership and acts as the guardian of our company values. She will fearlessly challenge any individual, both colleagues and clients, if these values are seen as being compromised or under threat.



She is a highly skilled, expert trainer who adds value to colleagues and clients alike. Julia is the focal point for our award-winning people development programme, making sure it is closely linked to key performance indicators (KPIs).

With a constant desire to excel, Julia regularly challenges herself and her team to continually improve the service they provide to their clients. When peers face constructive challenges in the course of their work, Julia will coach and support them to ensure the optimal solution is found and successfully implemented.

Julia has an innate ability to create instant, influential and impactful relationships with colleagues and clients alike. This has led to her being both a success with Jaywing but in the several client relationships she manages across a broad range of industries.

3. Julia's targets and achievements to date

Julia has been instrumental in Jaywing retaining its Investors in People accreditation. She has successfully deployed coaching resources across the business which has directly resulted in the uplift of the performance of our new starters. Julia's work has directly influenced our year on year employee satisfaction results which have increased to 67% in 2013 (up from 59% in 2012).

Julia successfully led the re-tendering exercise for Jaywing's recruitment partner. This has reduced Jaywing's costs when recruiting and has delivered a greater consistency in our approach to recruitment which in turn has improved process efficiency and resulted in higher candidate satisfaction.

4. Initiatives Julia has undertaken which have enhanced performance

Julia has created induction training content for new client accounts incorporating multiple processes, systems and procedures. This ensures new recruits are able to quickly hit the ground running and deliver excellent service to our clients and their customers. She has successfully established an apprentice scheme with Swindon College which has resulted in employment for many young people.

As previously mentioned, Julia managed the process to change our recruitment partner and has introduced new innovation in our approach to recruitment which has led to reduced costs and improved efficiencies meaning we get a high calibre of applications and candidates have much better experience.



5. The impact this has had

As mentioned, Julia has a massive impact on everyone within the business. She makes sure each and every individual is empowered to be the best they can be through the provision of coaching and mentoring schemes.

Julia has successfully shifted the role of our support team to be that of enablers, directly supporting our front line staff and playing a crucial role in their success which in turn leads to success for our clients and success for our business.

Julia is role model for all leaders across the business and her expertise is recognised beyond Jaywing. This is reflected in the consultancy work she undertakes on behalf of her clients, delivering improvements in their own people development to help their business succeed.



Additional Information to support Julia's nomination

"In an HR capacity, Julia always provides my team with not only the support and guidance we need to meet our regulatory requirements but she makes sure we have explored all options and considered all stakeholders. I have absolute confidence in her at all times. I know she will always source her actions/advice from doing the right thing as opposed to just getting something done. I have worked with Julia on a number of technical HR matters and her knowledge and experience is invaluable to me.

In term of her contribution to the development of my people, she is an outstanding trainer and coach who delivers technical content in an engaging and practical way. She has technical knowledge which, when combined with her outstanding ability to think on her feet, makes every training session feel like it has been tailored to the needs of the delegates. Individuals in any kind of role come away from a Julia workshop re-invigorated, with a new or re-ignited skill or capability, asking when the next workshop will be.

On a personal level, Julia is my friend and my coach, who has my absolute permission to challenge me to be the best I can be. Working with Julia is one of the many things I love about my job at Jaywing, and even though I could kill her at times (!!), I know that that is what a strong partnership is all about."

Sue Millington, Operations Director, Jaywing

"Julia's passion and drive for our collective success underpins everything Julia does. Julia uses her extensive learning and development knowledge to enable others to be the best they can be. Her style of approach reaches people in a way which resonates long after the training session has ended. Julia will positively challenge the status quo and creates space and opportunity to people to ask and explore 'what else'.

Julia is always looking to find creative and innovative ways of development which places learners at the heart of all training and coaching interventions, expect to find hoops, bean bags and drawings of our people in Julia's training room, bringing key messages to life and real meaning to training sessions. This style of approach enables people to learn in a way which is personal to them, fun whilst driving a sense of personal ownership and accountability to go out and make a real difference.



She works hard to always do the right thing and manages to balance our people development needs with driving measurable impact of all training and coaching interventions to deliver maximum performance results.

On a team and personal level Julia works hard to know and understand how we operate as individuals. As a result, this provides a tailored level of support and challenge. Julia asks powerful questions, designed to stretch and provoke thought. This fosters a high level of personal empowerment together with a desire to continually seek out ways to be the best we can be. Julia is dependable and supportive and will always take time out to share best practice and discuss new ideas, some of our debates can become very animated! We are all the better for it.”

Caroline Brake, Skills Development Consultant, Clearpoint Training Ltd

“Why should Julia win the support manage of the year award? Well here are a few reasons I can think of:

- *Her consistent promotion and encouragement of the Jaywing values.*
- *Her ability to deliver meaningful and experiential training at the right level to impact each and every delegate within the room.*
- *Her ability to create instant, influential and impactful relationships with colleagues and clients alike. Once client recently described Julia as Jaywing’s secret weapon.*
- *Her natural addition of perspective to a situation.*
- *Her ability to take a holistic view of a project, this has been particularly visible during a recent new client account implementation as she has always considered the impact of the wider business rather than simply getting absorbed into the world of the client.*
- *The building of a robust training and development platform that has seen us win awards and continues to help us win new clients.*
- *Her natural desire to share all successes with her team.”*

Jon Gates, Account Director, Jaywing

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